



Employee Satisfaction Survey Report

Fiscal Year 2013

(February, 2013)

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Executive Summary

The enclosed report is a summary of Employee Satisfaction Survey results for the Arizona Department of Education. The purpose of the assessment is to measure employee satisfaction on current work culture, and to identify issues, problems and opportunities for improvement from employees' perspective. This assessment is a critical component in guiding the department to achieve goals and objectives in the following Key Result Areas (KRA):

1. Increase student achievement
2. Strengthen customer relationships
3. Enhance process efficiency and effectiveness
4. Build a "great place to work"

Feedback from the 2012 survey was used in defining the ADE Strategic Plan goals, objectives and strategies in each of the key result areas listed above. As a result, a number of initiatives were implemented to improve process efficiency and customer service, as well as to maximize available resources. Some initiatives were carry-overs, continuing the work initiated in FY 2011-2012. Focused efforts included:

- Streamline of 915 process (reduced time to process LEA-requested data changes);
- Development of a comprehensive grants management structure and system;
- Development of an interface between ADE accounting and payment functions with AFIS;
- Driving awareness, training and implementation of Arizona's Common Core Standards (ACCS) through cross-divisional collaboration, planning, review and accountability;
- Focus on building management skills (bi-monthly Leadership Development sessions and Book Club);
- Improving timeliness, frequency and quality of employee newsletters.

Additionally, the cross-functional Work Culture team has refined its focus on improvement opportunities in support, communication, and collaboration. The following were initiated in response to 2012 feedback, with a focus on making ADE a "great place to work":

- Monthly, confidential employee suggestion/feedback system
- REACH events revised based on feedback, to include more focus on interaction within and between work groups
- Creation of internal ADE Directory
- "Ask SADIE" monthly advice column
- Formal awards and informal recognition:
 - "Brock the Sock" ADE mascot
 - "Knock Your Socks Off"¹ (KYSO) annual customer service awards
 - Brock memo pads for informal recognition across peer and staff/management levels

Employee ratings in 2013 demonstrate an increase from 2012 ratings in almost every component measured in the survey (although most increases were very slight). Overall satisfaction rating of ADE as a "great place to work" increased from 3.43 in 2012, to 3.73 in 2013.

Feedback from this 2013 Survey will be reviewed by the Leadership Team in the April 2013 Strategic Planning Session. It will be a critical piece in determining new/revised objectives to be included in ADE and Division plans for FY 2013-2014, to address issues raised. In addition, feedback will be reviewed by the cross-functional Work Culture Team, to help identify strategies for further improvements in ADE work culture.

Lastly, group-specific survey results will be provided to Divisions and Sections for the purpose of defining Section and Unit objectives for FY 2013-2014, to address the most pertinent employee issues identified in their respective survey summaries.

¹ Performance Associates, Inc., *Delivering Knock Your Socks Off Service*, (New York: AMACON, 2007)

Data Collection Process

The data collection process for the 2013 assessment entailed distribution of a confidential, online survey to all ADE employees (including all management levels, total 522 employees). Respondents were asked a series of questions (closed and open-ended), designed to reveal consensus of opinion on issues, problems, what is currently working well and improvement opportunities. The total number of respondents in the 2013 survey was 361 (69% response rate). By comparison, the 2012 response rate was 70% (373/536); the 2011 response rate was 75% (383/512).

To gain work group-specific data and information, more designations were offered regarding respondent work groups. This specificity will allow for targeted information to be sent by Section or Unit. The expectation is that each area will build on what has been identified as “working well”, and develop strategies to address issues that have been defined as improvement opportunities.

Data Analysis

Data analysis was accomplished using statistical analysis graphically presented, using the Pareto method to identify changes and/or critical areas needing attention. Pareto was also applied for conducting analysis of the stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes), for finding the changes that will lead to the greatest benefits. Use of this prioritization method helps to identify the most significant items among many and is useful where numerous possible courses of action are competing for attention. This method helps to prioritize where action and/or process changes should be focused.

Data Presentation

For comparison purposes, charts provide results for 2011, 2012 and 2013). Additionally, tables provide comment summaries for 2012 and 2013 surveys, with numbers indicating frequency of comments. Data in charts for categories 1—4 (General Job Satisfaction; Work Conditions; Communication; Supportive Work Environment) are presented as average scores. Data results for category 5 (Overall Satisfaction) are expressed as percentage of total respondents in order to determine net “top box” rating of ADE as a place to work (net top box is calculated by subtracting the percentage rating “Poor” from the percentage rating “Outstanding”).

Data in charts for categories 6 and 7 (Division and Supervisory/Non-Supervisory) reflect number of responders (the percent of respondents by group is presented in the “Results Review” beginning on page 4, item #6). Data in charts for questions 8 and 9 (What is working well at ADE? and What can ADE improve?) reflect the frequency of comments for each category.

Tables under charts for all categories/questions (except 6 and 7) provide comparative listings of 2012 and 2013 comments for their respective graphs. For ease of comparison, comments for questions 8 and 9 are listed in the same order that 2012 results were published.

Results Review

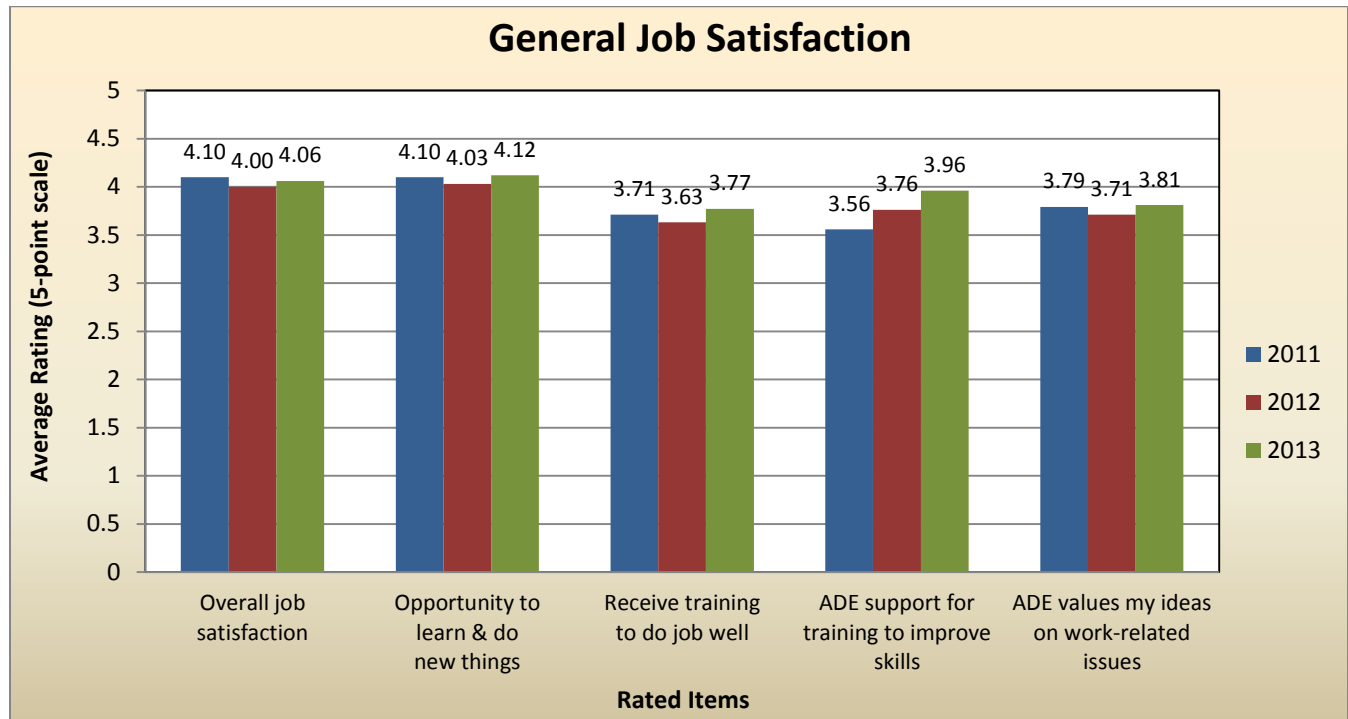
A general review of ratings and comments is provided below. Ratings in all areas but two increased from 2012 (“I feel safe at work” had no change, “ADE does not tolerate discrimination” declined slightly). Rating averages and comments support that a number of improvements have occurred since the 2012 survey was administered. While comments share similarities for both 2012 and 2013, in some areas they have narrowed, more specifically targeting areas still needing improvement. As with last year, the intent is to involve all work groups and staff levels to drive improvement efforts and subsequently increase all ratings.

1. **General Job Satisfaction:** Ratings in all areas of this category improved from 2012 ratings, but the only significant shift was in ADE support of training. Comments regarding training focused mostly on the need for job-specific training. Although the rating for ADE valuing employee ideas rose, the number of comments citing need for improvement in this area also increased.
2. **Work Conditions:** Ratings for all but one category in this section rose somewhat. While the rating for promotions based on qualifications increased the most in this category, the fairness of promotions remains the lowest rated area by ADE staff. Numerous, strongly worded comments were provided that indicate dissatisfaction with the fairness of the promotion process. These and comments about lack of fairness and accountability in workload, and the slightly lower rating given to “ADE does not tolerate discrimination”, may have contributed to promotions based on fairness continuing to rank lowest in this category.
3. **Communication:** Ratings for all three communication areas rose from 2012 ratings, but are still lower than those given in 2011. Comments mirrored many provided in 2012. Specific comments were provided under this category for improving/increasing communication between Units/Divisions. In addition, communication was cited in various categories in the last two items of the survey, “Working Well” and “What Can ADE Improve?”.
4. **Supportive Work Environment:** “Support from supervisor” received the overall highest rating to date across the three years of surveys. “DAS support” and “recognition” ratings also increased from 2012, yet are still below 2011 ratings. There has been a steady, significant increase in perception ratings for “support for participation in education & PD”—from a 2011 rating of 3.67, to 3.89 in 2013. After receiving feedback that the “support from Senior Management” item didn’t allow for differentiation, the item was separated for the 2013 survey into two separate ratings—one for Associates and one for Executive Team. Both categories received ratings in 2013 that were higher than the combined group ratings for 2011 and 2012. In the 2013 survey, Associates received a higher rating than the Executive Team. Comments regarding limited visibility, and contact with staff were cited in both years as needing improvement.
5. **Overall Satisfaction:** The percentage of respondents rating ADE “Outstanding” as a place to work rose to 22.7% in 2013 (16.6% in 2012, 18% in 2011). Applying a “net top box” rating to this area (subtracting percent rating “Poor” from percent rating “Outstanding”), the net rating was 19.9% for 2013 (12.3% for 2012, 13.8% for 2011). Combined “Above Average” and “Outstanding” ratings improved from nearly 50% in 2011 and 2012 surveys, to over 64% in the 2013 survey. Comments most cited within this category focused on improving management competence, providing more support to staff, and raises.

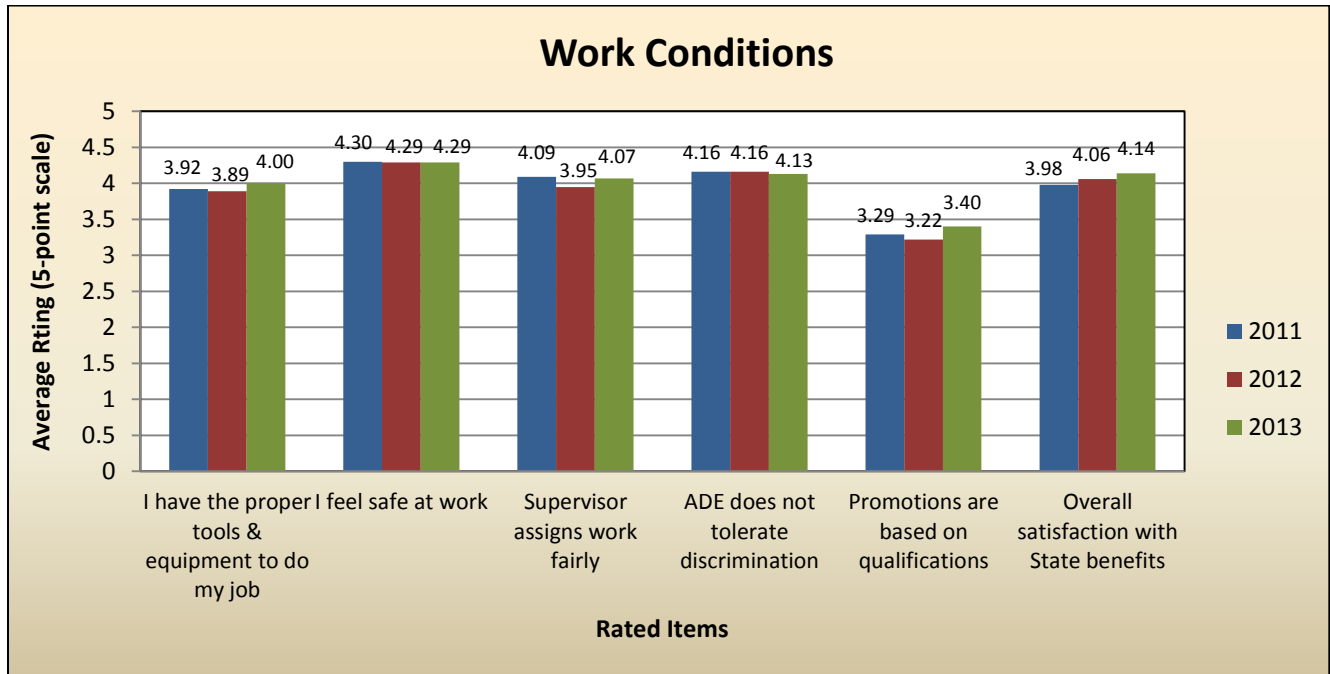
6. **Division Designators:** 69% of ADE staff responded to the 2013 survey (70% in 2012). In the 2011 survey, groups were broken out by Division. To obtain more specific, meaningful feedback for driving work culture improvement ADE-wide and within Sections/Units, the 2012 and 2013 surveys listed more specific, smaller group designators. To protect confidentiality, groups with fewer than 12 members were combined. Participation breakdown by group for 2013 was:
- a. Administration (includes Executive Staff, State Board of Investigations, Innovative Learning, Office of Communications, Strategic Planning): 75%
 - b. Adult Education: 65%
 - c. Assessment: 70%
 - d. Business and Finance: 78%
 - e. Career and Technical Education: 55%
 - f. Early Childhood Education: 94%
 - g. Emergent Student Services: 67%
 - h. Exceptional Student Services: 84%
 - i. Grants Management: 57%
 - j. Health and Nutrition: 84%
 - k. Highly Effective Teachers and Leaders: 82%
 - l. Human Resources/Payroll, Building Operations: 48%
 - m. Information Technology: 47%
 - n. K-12 Academic Standards: 53%
 - o. Office of English Language Acquisition Services (OELAS): 83%
 - p. Policy Development and Government Relations: 54%
 - q. Research & Evaluation, Audit: 53%
 - r. School Improvement: 50%
 - s. Title I: 68%
7. **Supervisory/Non-Supervisory:** Participation by supervisory/non-supervisory was:
- a. Supervisory: 21% in 2012, 23.5% in 2013 (an increase of two and a half percentage points in participation)
 - b. Non-Supervisory: 79% in 2012, 76.5% in 2013 (a decrease of two and a half percentage points)
8. **Working well at ADE:** In 2013, respondents cited Support most frequently (36 in 2011; 104 in 2012; 69 in 2013). In 2011, comments within this area focused on general teamwork, training and resources. In 2012 and 2013, comments specifically cited overall culture, flex schedules and four other categories. Subsequent most-cited comment areas for 2013 included: Leadership/Direction (64 in 2011 and 2012, 56 in 2013); Communication (25 in 2011, 60 in 2012, 39 in 2013); Programs (38 in 2011, 9 in 2012, 29 in 2013).
9. **ADE improvement opportunities:** In 2013, the category receiving the greatest number of comments was Support (89 in 2011; 109 in 2012; 84 in 2013). In 2011, comments within this area focused on developing a culture of support, and providing flexible work schedule options. In 2012 and 2013, comments focused more on management/employee relationship (with more focus on training in 2013). Subsequent most-cited comment areas for 2013 included: Resources (39 in 2011, 40 in 2012, 51 in 2013); Compensation (23 in 2011, 42 in 2012, 32 in 2013); and Communication (42 in 2011, 51 in 2012, 31 in 2013).

As in previous surveys, several of the categories for improvement fall under management's purview and as such merit a concentrated focus. Judging from comments, the majority of employees are eager to partner with management in developing a high-performance work culture that is based on respect, accountability, professionalism, competence, and teamwork.

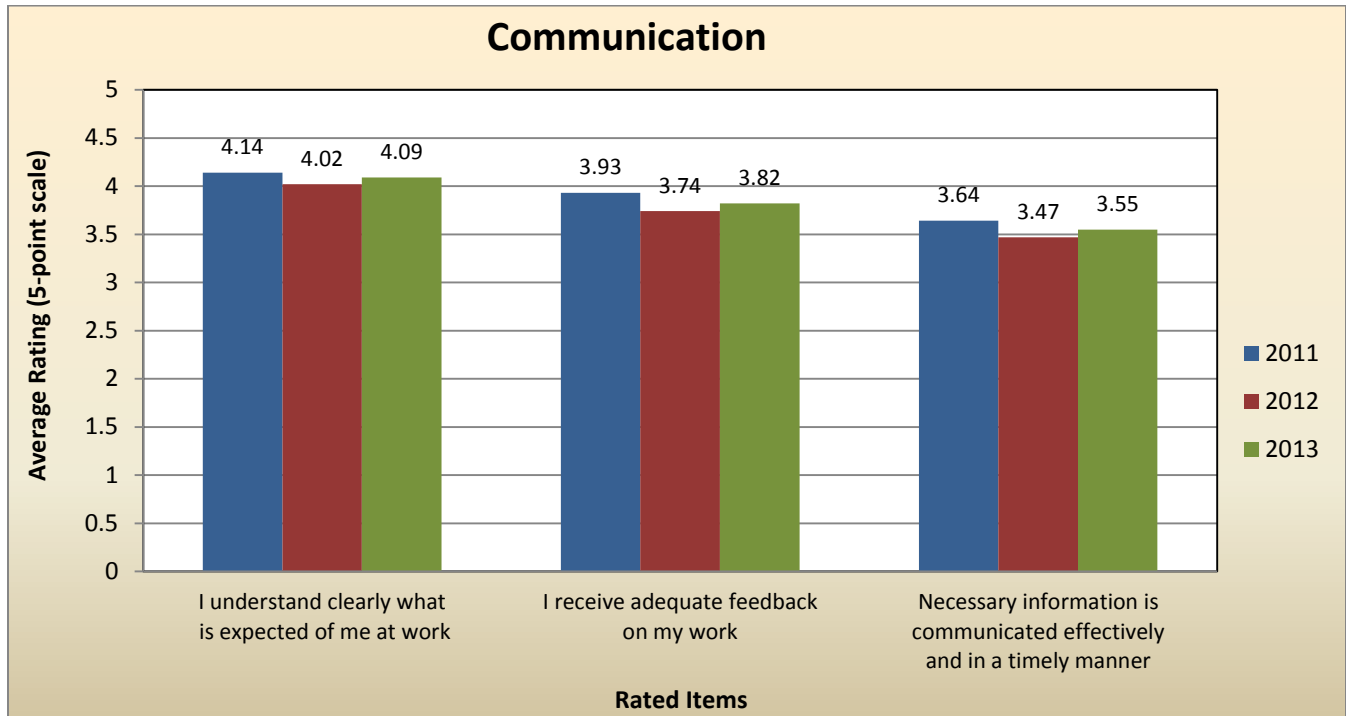
Employee Feedback



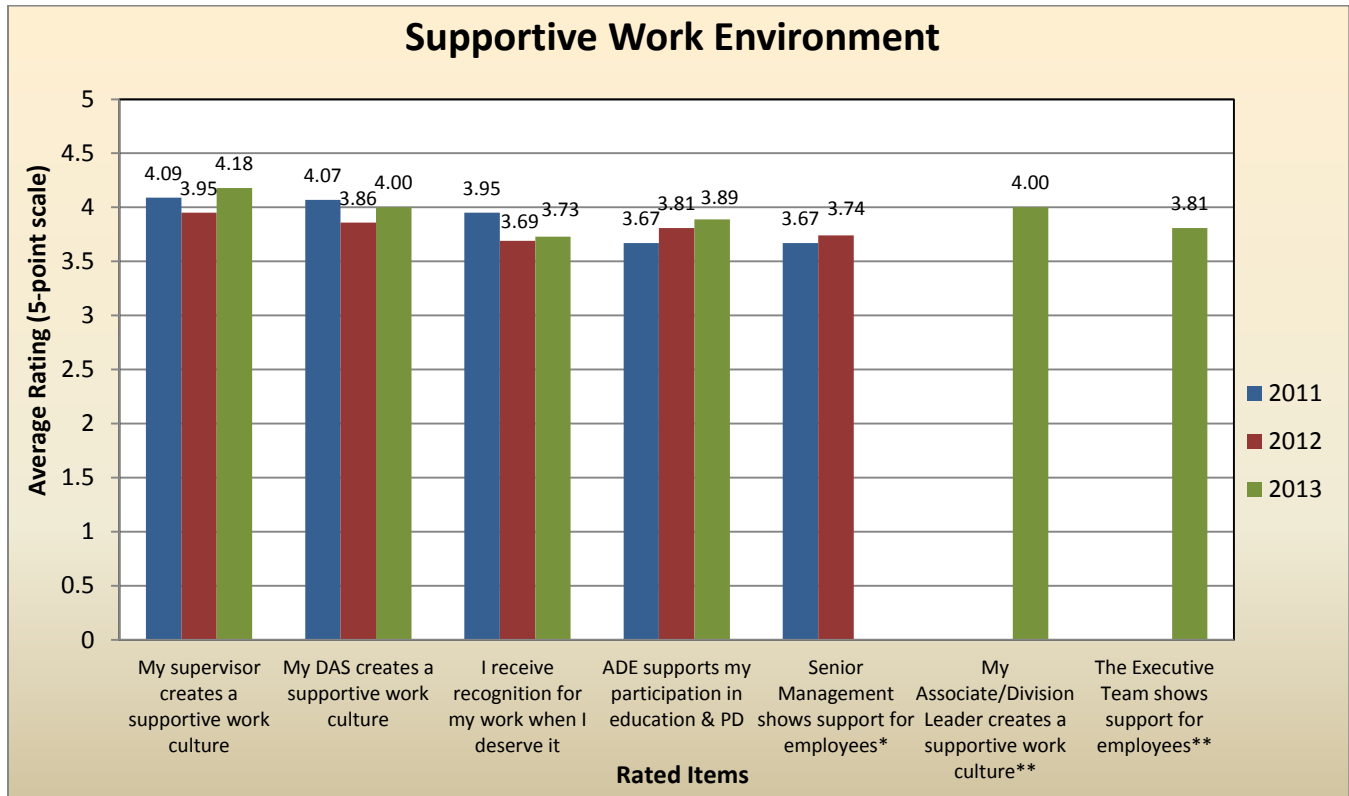
General Job Satisfaction—Comments Summary		
	2012 (60 Total)	2013 (46 Total)
Working Well	Immediate supervisor supportive, values input; changes implemented by leadership will benefit ADE (7) Training has improved; encouragement to develop (6)	Enjoy support of Unit/Section/Division leadership (7) General improvements (4) Training (3)
Improvement Opportunities:	Increase training & conference opportunities, make them consistent across Units; provide management, technology, forms, and job-specific training in-house (16)	Develop and provide job-specific training for new & current staff; provide professional development opportunities (8)
	Value employee input; ideas are often dismissed, little action taken (12)	Employee input not valued; limited opportunity to apply experience, expertise (15)
	Leadership commitment to proactive approach; reactive practice doesn't reflect the desired culture (9)	Leadership improve culture of support at Section/Unit level (6)
	Provide more options and support for growth (5)	
	Miscellaneous (5)	Miscellaneous (3)



Work Conditions—Comments Summary		
	2012 (93 Total)	2013 (76 Total)
Working Well	ADE is headed in the right direction (3)	Benefits (1)
Improvement Opportunities:	Base promotions on performance and skills, not favoritism (29)	Promotions often not based on qualification, more of "who you know"; limited opportunities (21)
	Train and hold management accountable to assign work fairly and hold all levels accountable (19)	Favoritism displayed; hold everyone accountable to the same standard in performance, behavior, workload (14)
	Provide COLA (Cost Of Living Adjustment) (18)	Not happy with changes to State benefits—ASRS, Dental, Medical, Vacation (11) Increase salaries(4)
	Provide computers, technology, tools to do the job (11)	Provide technology, equipment, support to do the job (13)
	Improve building, parking security (6)	Reinstate badges, provide parking security (5)
	Miscellaneous (7)	Miscellaneous (7)



Communication—Comments Summary		
	2012 (73 Total)	2013 (40 Total)
Working Well	Good communication within my Unit (8)	Good communication from my supervisor (3) Facilities doing a great job with Central move communication (1)
Improvement Opportunities:	Division/Section/Unit Management: (23) <ul style="list-style-type: none"> Institute effective flow of information from Executive Team to management, to employee level (15) Provide regular, meaningful feedback; currently it's rare, often superficial (8) 	Division/Section/Unit Management: (12) <ul style="list-style-type: none"> Share information at staff meetings (Unit, Section) to ensure all receive a consistent message at the same time; provide opportunities for staff to give input (9) Implement regular feedback systems that include ratings and constructive feedback (3)
	(All management levels) provide consistent message regarding expectations; reassess the number of "High Priorities" (13)	Provide clear, consistent expectations (4)
	Executive Team "connect" with the Agency; provide complete, timely (less reactive) information on policy, changes and direction (12)	Limited communication from/with Executive Team; decisions made in isolation contribute to crises (7)
	Ensure staff is informed of/receives information/communication sent to the field, in a timely manner (8)	Improve timeliness of information (3)
	General communication improvements, ADE-wide (9)	Improve cross-Unit/Division communication (responsiveness, timeliness, information-sharing; eliminate "over-communication from some programs) (7)
		Miscellaneous(3)



* Statement modified for 2013 survey, no data available for 2013 ** New statement for 2013 survey, no 2011/2012 data available

Supportive Work Environment—Comments Summary		
	2012 (90 Total)	2013 (58 Total)
Working Well	Positive, supportive (14) <ul style="list-style-type: none"> Supervisor (5) Division Associate, DAS (5) Executive Team (4) 	Positive, supportive (12) <ul style="list-style-type: none"> Supervisor (4) Deputy Associate (4) Associate (1) Executive Team (3)
Improvement Opportunities:	Executive Team demonstrate support by becoming more aware of the work of Units, be more visible—practice “Management By Walking Around” (MBWA); spend time with work groups/participate in Division meetings (25)	Executive team lacking presence/contact with staff, support for cross-agency collaboration (8)
	Supervisors hold staff accountable to ADE defined standards of performance and behavior; provide (earned) recognition to all team members; create and sustain a supportive, open work culture (21)	Supervisor displays favoritism, creates negative environment (5)
	DAS follow through on commitments and work; support supervisors and staff; model the defined culture (14)	DAS lacks competence, sincerity; displays favoritism (9)
		Associate lacking presence, contact with staff (8)
	Provide consistent opportunities and encouragement for development for all staff (10)	Demonstrate support for training/PD by providing consistency across Units in opportunities, tuition reimbursement, funding and time (9)
		Provide recognition (4)
	Miscellaneous (6)	Miscellaneous (3)

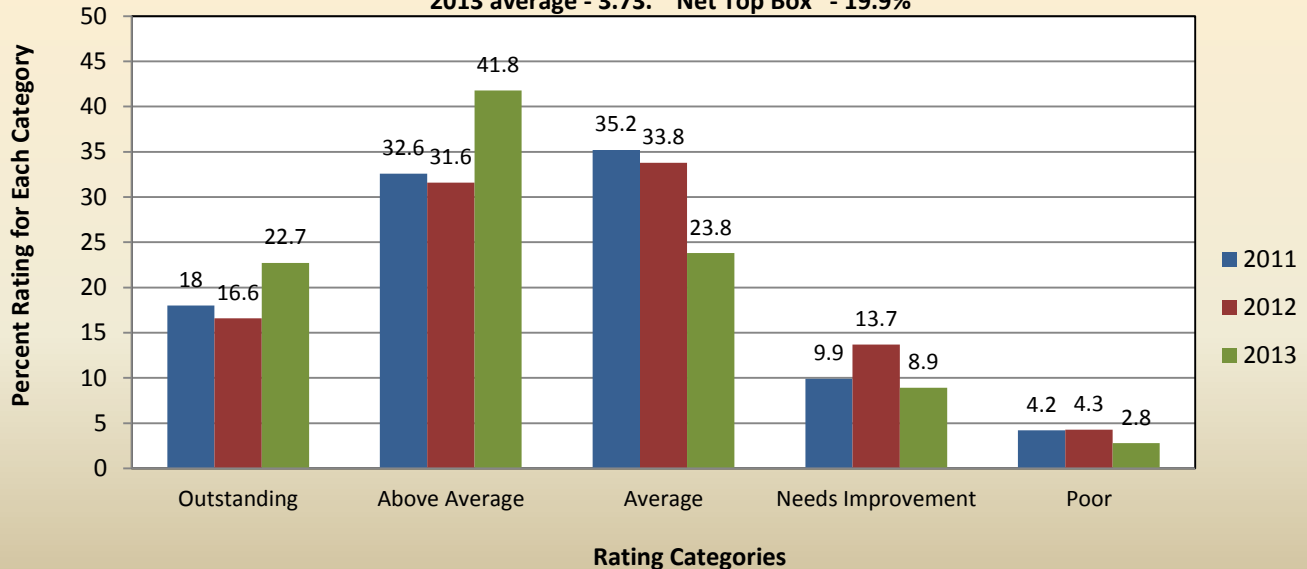
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Overall Satisfaction

2011 average - 3.50. "Net Top Box" - 13.8%

2012 average - 3.43. "Net Top Box" - 12.3%

2013 average - 3.73. "Net Top Box" - 19.9%

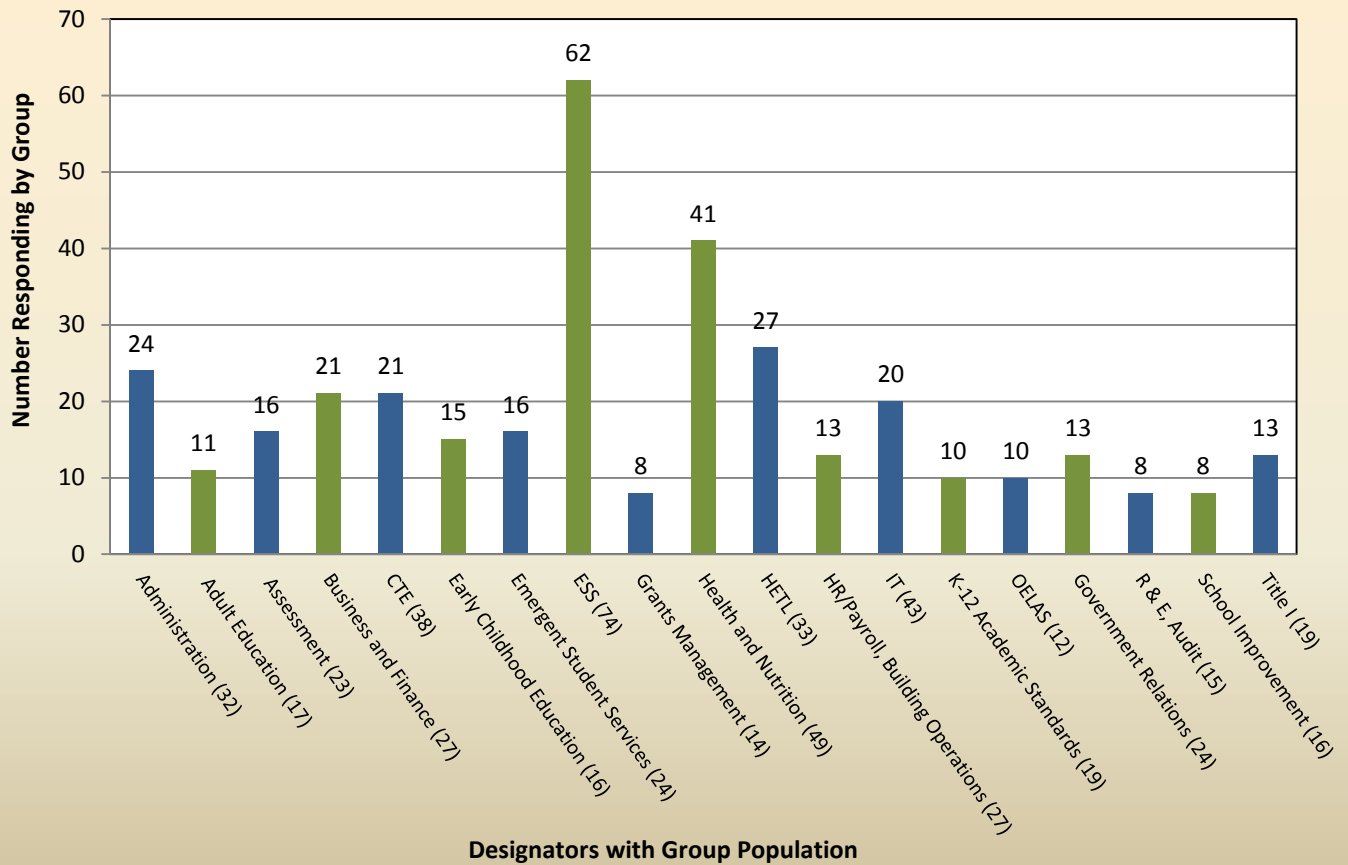


Overall Satisfaction—Comments Summary

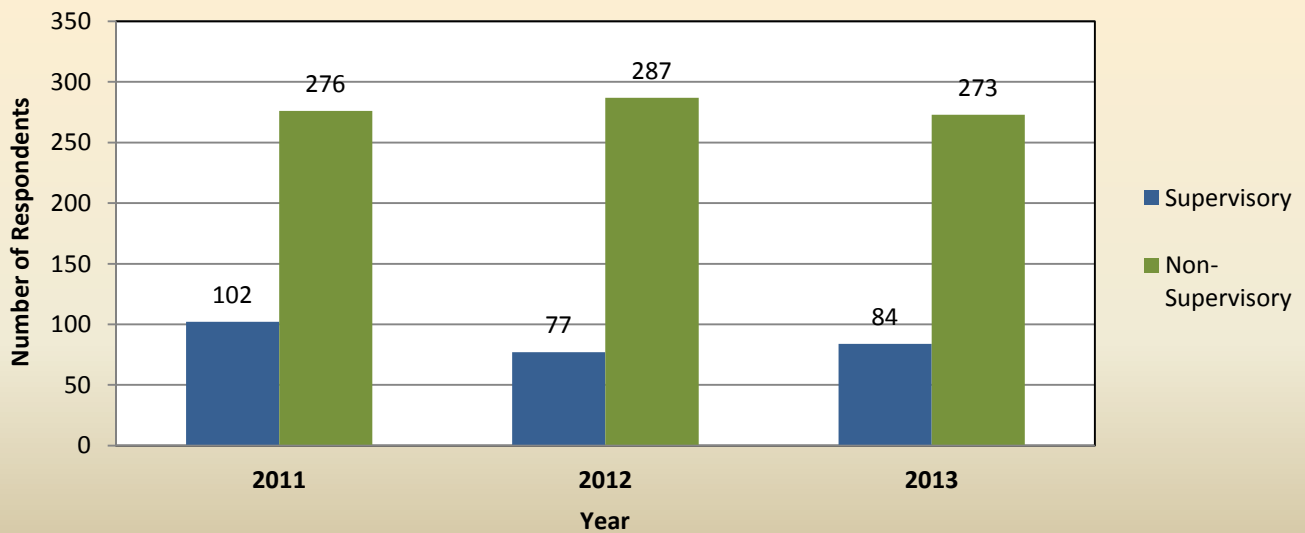
	2012 (74 Total)	2013 (54 Total)
Working Well	Staff are talented and dedicated (7) Benefits are good (6) Appreciate the new Administration (5) Miscellaneous (enjoy my job, working at ADE) (12)	Overall culture is outstanding (6) Enjoy my job and working at ADE (5) Changes in program management have been positive (3)
Improvement Opportunities:	Raise skill levels in managing people and effective teams to increase productivity and creative collaboration (26) <ul style="list-style-type: none"> Executive Team hold people accountable at all levels for performance, behavior, communication and internal/external customer service (13) Coach and hold Section/Unit management accountable to model and reflect new culture within each work group (13) 	Raise skill levels in managing people and effective teams to increase productivity and creative collaboration (14) <ul style="list-style-type: none"> Increase knowledge, competence of top levels (through DAS level) in the work needed, leadership and decision-making skills (6) Supervisor creating negativity in Unit (3) Lacking direction, presence from Executive Team (2) Need management (all levels) to hold everyone accountable to the same standard of service and productivity (3)
	Improve compensation (COLA, opportunities to grow within the organization) (10)	No raises/COLA; salaries low. Need equitable balance of work and pay (11)
		Improve consistency in support for staff, ADE-wide (14) <ul style="list-style-type: none"> Culture change is perceived as negative regarding support, satisfaction; looking elsewhere for employment (7) Increase resources/training (4) Provide more telecommuting/flex options (3)
	Miscellaneous (8)	Miscellaneous (1)

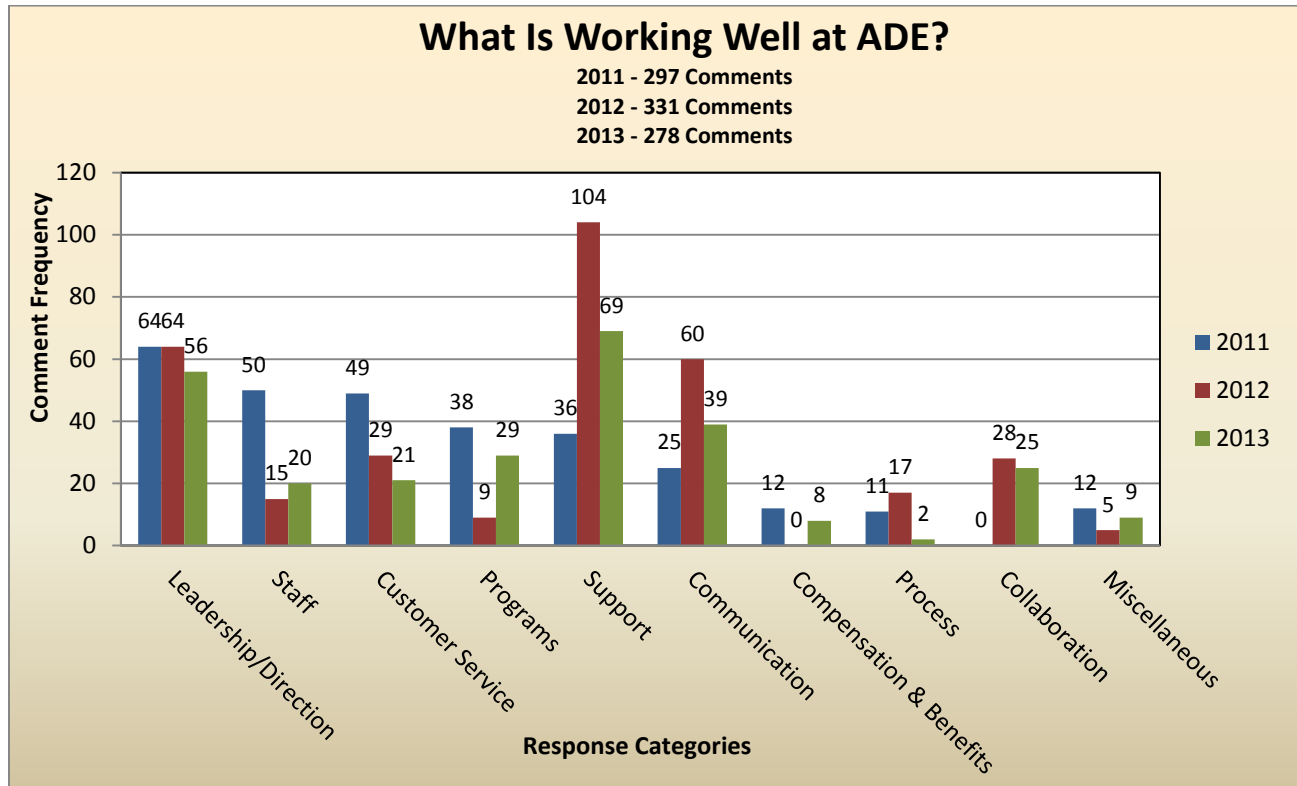
2013 Division Designators

(Since group designators were changed slightly each year, no comparisons available)



Supervisory/Non-Supervisory Designation





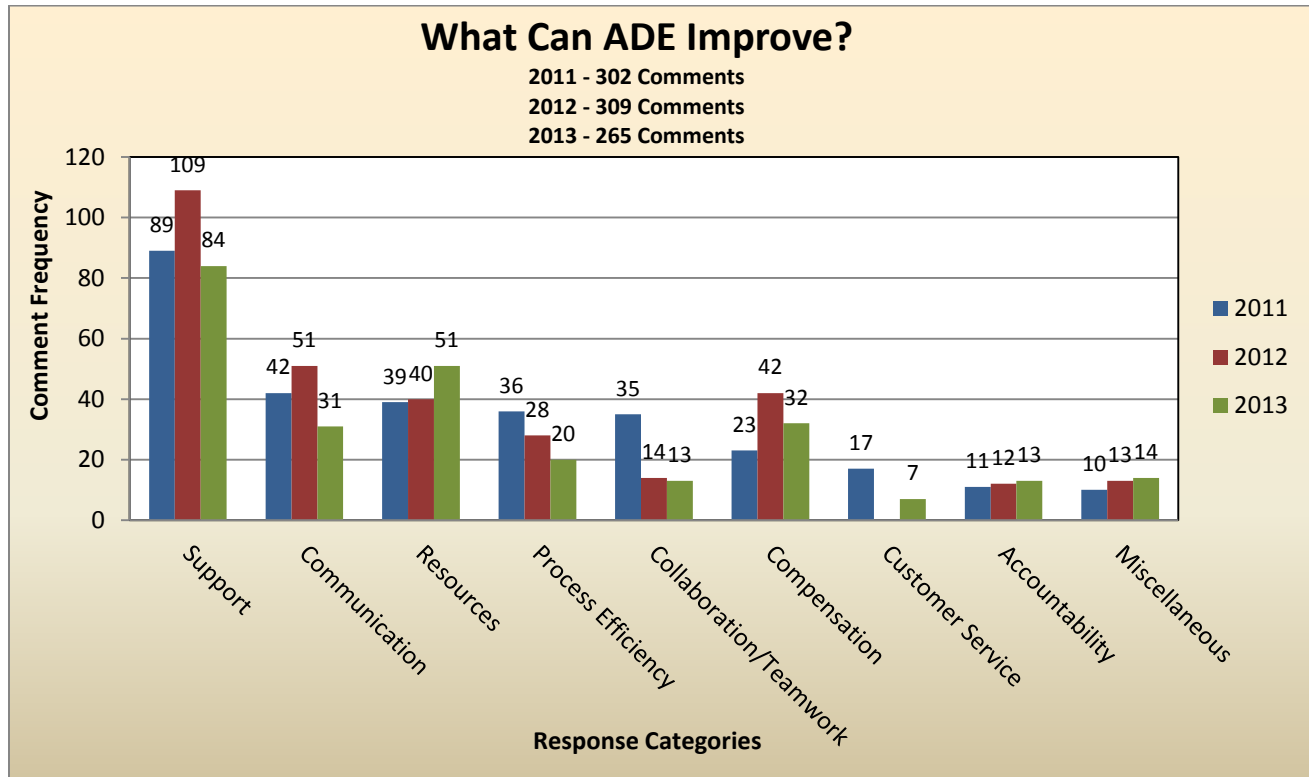
What is Working Well at ADE?—Comments Summary

2012 (331 Total)	2013 (278 Total)
Leadership/Direction (64) <ul style="list-style-type: none"> Division/Unit Management is supportive, fair, effective (19) Executive Team is creating a supportive culture (18) Strategic Planning is working well, providing focus on shared Vision, Mission, goals (13) Communication (7) Miscellaneous (7) 	Leadership/Direction (56) <ul style="list-style-type: none"> Division/Unit Management is supportive, leadership improving (22) Executive Team is creating a supportive culture and focus on service, students (22) Clear direction and focus on shared Vision, Mission, goals (12)
Staff (15) <ul style="list-style-type: none"> Supportive (8) Dedicated, competent (7) 	Staff (20) <ul style="list-style-type: none"> Supportive, pleasant, collaborative (13) Dedicated, competent, knowledgeable (7)
Customer Service (29) <ul style="list-style-type: none"> KYSO focus ADE-wide (17) Technical Assistance and Monitoring (5) General (7) 	Customer Service (21) <ul style="list-style-type: none"> KYSO focus ADE-wide (10) Technical Assistance (7) Commitment to strengthening relationship (4)
Programs (9) <ul style="list-style-type: none"> Outreach, new programs, Unit-specific 	Programs (29) <ul style="list-style-type: none"> Facilities improvements at Jefferson, service & communication with Central move (10) IT responsiveness & support (9) Various Units (four mentioned) (9)
Support (104) <ul style="list-style-type: none"> Overall culture (33) Flex schedules (33) Casual Fridays (11) Resources (9) PD, online training (8) REACH events (5) Input valued (5) 	Support (69) <ul style="list-style-type: none"> Overall culture (19) Flex schedules, telecommuting (16) PD, training opportunities (10) Input valued (8) REACH events (7) Casual Fridays (6) Resources (3)

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What is Working Well at ADE?—Comments Summary, continued

2012 (331 Total)	2013 (274 Total)
Communication (60) <ul style="list-style-type: none"> • More communication from Executive management (16) • Newsletter (9) • Website (5) • More collaborative (5) • More communication from Division management (4) • General comments; communication improving (21) 	Communication (39) <ul style="list-style-type: none"> • More communication from management, all levels (11) • Opportunities to provide input (7) • General comments; communication improving (21)
Compensation & Benefits (0)	Compensation & Benefits (8) <ul style="list-style-type: none"> • Benefits are good
Process (17) <ul style="list-style-type: none"> • IT processes (8) • Continuous Improvement (CI) process (6) • Strategic Planning (3) 	Process (2) <ul style="list-style-type: none"> • Grants management • FERPA standards
Collaboration (28) <ul style="list-style-type: none"> • ADE-wide (14) • Within Sections/Units (7) • Restructuring has helped collaboration (4) • National (3) 	Collaboration (25) <ul style="list-style-type: none"> • ADE-wide, focus on/commitment to collaboration (11) • Cross-Division (9) • Within Sections/Units (5)
Miscellaneous (5)	Miscellaneous (9)



What Can ADE Improve?—Comments Summary

2012 (309 Total)	2013 (265 Total)
Support (109) <ul style="list-style-type: none"> Improve management/staff relationship (53) <ul style="list-style-type: none"> All management treat staff with respect; recognize and value expertise and knowledge (20) Executive Team model Vision, Mission and Values; hold all management accountable to same (16) Make data-driven decisions (10) Provide supervisor and interpersonal skills training to all management (7) Provide opportunity to telecommute (19) Provide training options (11) Provide more opportunities to grow; base promotions on merit (11) Provide incentives (parking, time) (9) General (6) 	Support (84) <ul style="list-style-type: none"> Improve management/staff relationship (32) <ul style="list-style-type: none"> Executive Team connect with/be visible to Staff; improve planning, time management skills; model and hold others accountable to present an image that represents ADE Vision, Mission (12) Develop knowledge and competence in all management levels (10) Model/create a supportive work culture (6) Provide interpersonal skills & management training to supervisors; develop ability to empower staff (4) Provide training options (23) Provide culture of support; value staff input (18) Base promotions on merit (6) Provide opportunity to telecommute (5)
Communication (51) <ul style="list-style-type: none"> Provide clear, concise, consistent information ADE-wide re. org chart, on-going initiatives, changes in policy (16) Management provide consistent messages through all management levels, starting with the Executive team (9) Improve communication between Divisions; have effective meetings (8) Improve communication within Units (6) Executive Team seek/consider input from management and Programs when making decisions (3) General communication improvements (9) 	Communication (31) <ul style="list-style-type: none"> Improve communication ADE-wide (17) Improve communication within Unit/Section/Division (7) Management ensure regular flow of information gets to staff (5) Improve/increase communication from Executive Team (2)

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What Can ADE Improve?—Comments Summary, continued

2012 (309 Total)	2013 (263 Total)
Resources (40) <ul style="list-style-type: none"> Improve/update facilities (21) <ul style="list-style-type: none"> Jefferson (13) Central (including move process) (5) Miscellaneous (3) Improve technology and IT support (10) Upgrade equipment (9) 	Resources (51) <ul style="list-style-type: none"> Improve/update facilities (13) Improve technology and IT support (15) Upgrade equipment (9)
Process Efficiency (28) <ul style="list-style-type: none"> Coordinate, streamline and standardize processes to improve services to field (9) Expand the use of technology throughout all ADE functions and Programs (6) Improve efficiency of internal service processes (13) 	Process Efficiency (20) <ul style="list-style-type: none"> Coordinate, streamline and standardize processes to improve services to field (10) Improve efficiency of internal service processes (Procurement, Travel, HR) (10)
Collaboration and Teamwork (14) <ul style="list-style-type: none"> Continue improvements ADE-wide (10) Develop more collaboration between Units and Sections (4) 	Collaboration and Teamwork (13) <ul style="list-style-type: none"> Continue improvements ADE-wide (10) Develop more collaboration between Units and Sections (3)
Compensation (42) <ul style="list-style-type: none"> Provide COLA to all staff (30) Provide performance-based pay (8) Miscellaneous (4) 	Compensation (32) <ul style="list-style-type: none"> Provide COLA to all staff
Customer Service (0)	Customer Service (7) <ul style="list-style-type: none"> Focus on learning, service, school outcomes
Accountability (12) <ul style="list-style-type: none"> Hold management accountable for providing timely performance feedback (5) Ensure promotions are based on qualifications, job performance and value-added contributions to ADE (4) Establish and consistently follow hiring criteria based on qualifications (3) 	Accountability (13) <ul style="list-style-type: none"> Management hold staff accountable for performance and behavior standards (6) Management should be held accountable for behavior and performance (4) General accountability, ADE-wide (3)
Miscellaneous (13)	Miscellaneous (14)